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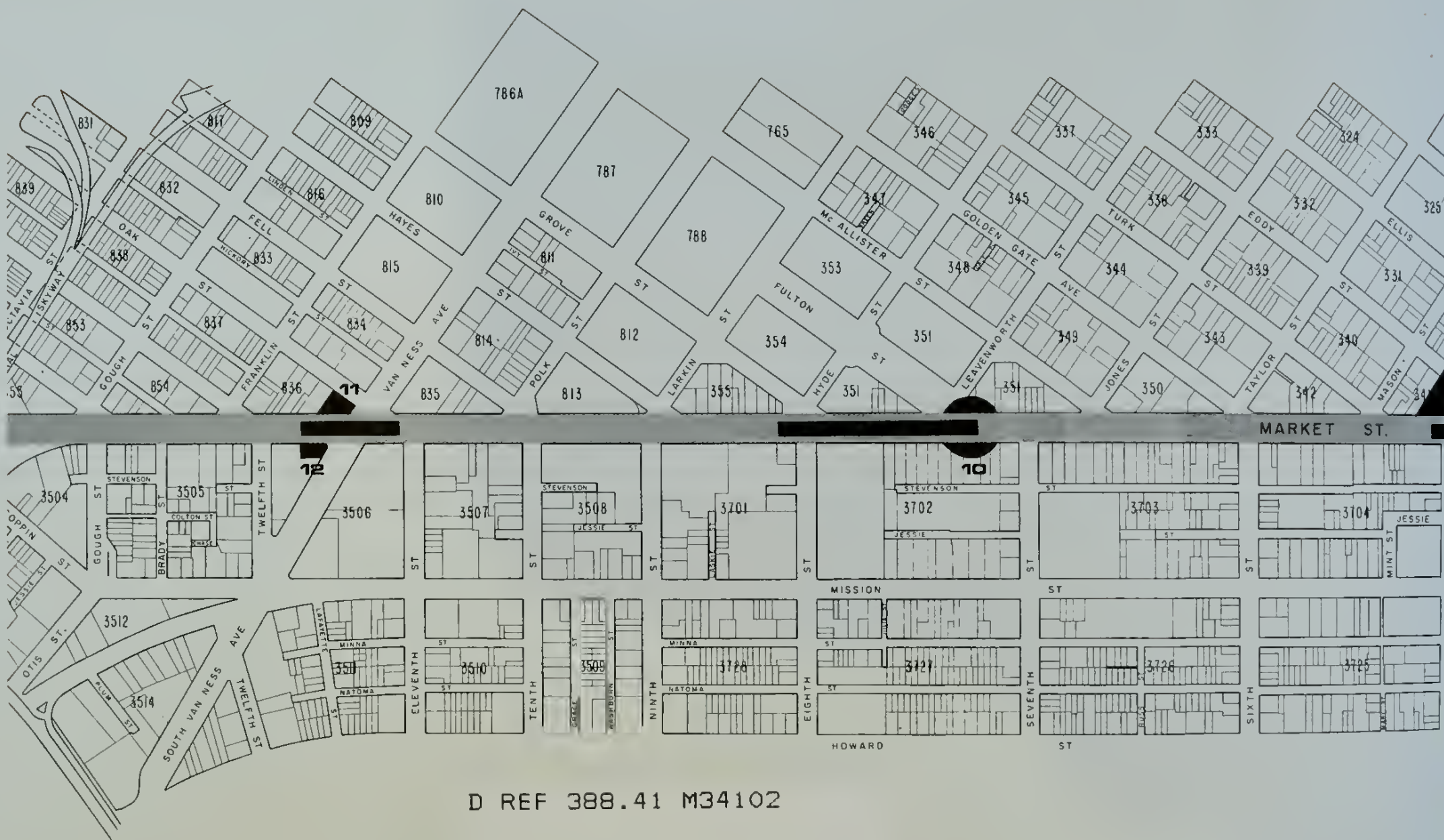
MARKET STREET DESIGN REPORT NUMBER 2 - SUBWAY ENTRANCE PLAZAS

23 June 1965

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Market Street design
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PLAZA LOCATIONS



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TABLE OF CONTENTS

INTRODUCTION	Page 1
OBJECTIVES	Page 3
MARKET STREET, YESTERDAY, TODAY AND TOMORROW	Page 4
PROCEDURE	Page 12
THE PROPOSAL	Page 17
APPENDIX	Page A1

INTRODUCTION

The purpose of this part of the Market Street Design Study has been to explore the integration of the Bay Area Rapid Transit District subway system into the fabric of downtown San Francisco through the development of entrance plazas related to the proposed subway stations. The potential locations of these plazas have been identified primarily by an examination of the anticipated flow of pedestrians to and from the stations and a study of the land uses within the zones of influence of the stations. However, to examine these suggestions in terms of their broader meaning, the consultants have attempted to evaluate the role of Market Street in the City and in the Bay Area.

Market Street has had a colorful history, and parts of this history are reviewed briefly in the pages that follow. It has had its ups and its downs, as a commercial thoroughfare, as a ceremonial avenue, as a pedestrian gathering place and as a public transportation carrier. Throughout that history, and particularly today, it has been the aim of the City - its officials and its citizens - to make Market Street the Great Street that it deserves to be.

What is a Great Street? Why, as one travels from city to city around the world, so some streets immediately stand out as great and others - perhaps equally broad, equally busy - not have the same impact and not remain strongly in one's memory? The nature of Great Streets, past and present, is also discussed briefly in the following pages.

There are grand boulevards whose names come quickly to mind - Champs Elysee, Unter Den Linden, Regent Street, Michigan Avenue - most of which were formal, ceremonial results of 19th Century city planning. Not all of them have also been great commercial streets: the great shopping avenues are not necessarily the great boulevards. Market Street could be both: a street that stands out in the minds of all, as visually and emotionally important; and a street that serves a successful commercial function as a busy, humanized focus for shoppers, entertainment seekers and office workers.

There seem to be certain qualities that make possible the Great Street that works.

These qualities, described later in more detail, might be summarized as activity and variety on a visually grand scale, with clear points of focus, well related to the total city.

An unbroken street, too long, becomes tiresome and loses impact. A street, to be great, must attract many people to it, for many purposes, at all hours, with clearly defined points of focus. A street that is to be great in a great city must merge into that city, on both of its sides, functionally and visually, without losing its own identity. And finally, a street that wishes to remain great must be dynamic, capable always of continuing growth and development.

All of these qualities point to a need for punctuating a great, long, broad street at certain focal points with centers of public activity; with areas for beautiful landscaping, monuments or sculpture; with points of interchange between a wide variety of functions. All of these needs will be served well by a series of strategically located plazas.

This report, then, suggests places where plazas along Market Street might help it become great, in visual impact and in service to the City. The points for opening up and accenting the Street that are analyzed here all relate to the future subway and would make its use easier and more pleasant; they could all be scaled to the people who would use them, and could be defined, recognizable spaces with real uses and with individual character.

Perhaps most important is the great opportunity for the rebirth of Market Street provided by the subway construction. All of this can be accomplished by public and private actions, or by government and developer working together, in such a way as to spark even more growth and beneficial change along the Street.

Market Street can become the great center of a dynamic, rapidly growing region. To do this it must itself be dynamic, finding ways to stimulate its own growth. This report suggests one important means - a planned, phased program of accented activity points formed by plazas at the subway station entrances.

OBJECTIVES

The three major objectives set to fulfill the purposes of this study were the following:

To locate and design station entrances so as to improve the efficiency of subway operation.

1. To properly accomodate pedestrian volume on the street level.
2. To maximize the directness of the path to the entrance for the largest number of pedestrians.
3. To facilitate changes in transportation mode.

To relate the station entrances in the most harmonious way to the existing city structures, activities, and patterns of movement.

1. To provide for a continuity of activities on the surface and subsurface levels.
2. To tie the entrances to historical and architectural landmarks.
3. To tie the entrances to established activities on Market Street.

To relate the entrances to their surrounding environment in such a way as to maximize their potential of generating private investment in the area.

To provide the needed circulation area on and below the street surface in such a way that maximum advantage can be made of the pedestrian volume by buildings on the street.

MARKET STREET: YESTERDAY,

TODAY AND TOMORROW

With the advent of a rapid transit system about to cut through its center, San Francisco is dramatically confronted with the fact of sweeping change, some of which has already started to occur and most of which involves the future of Downtown. The Golden Gateway is providing new Downtown residences as well as commercial space; the Ferry Park will represent the first large-scale Downtown open space connected with the Waterfront; Yerba Buena proposes a significant change in the land use south of Market Street. The new growth of office space, hotels, parking facilities in the past ten years shows City determination and private optimism that the future of the City is one of growth and improvement.

From the beginning of the City's history San Francisco's citizens have seen their City as a great one, with Market Street as its great central artery. This was ordained in 1847, when Jasper O'Farrell drew the broad diagonal slash down the level trough from the Bay to Twin Peaks. He had in mind then a great boulevard, and this vision and the potential for it have remained ever since.

Through the history of Market Street, several dominant themes have influenced its development: the interweaving of transportation policy and prosperity; the changing nature of San Francisco's downtown as the City grew; the abiding, sometimes tarnished glamor of this thoroughfare stretching from Bay to hills, from the days of the Gold Rush; and the alternating enthusiasm and well-nigh disastrous shortsightedness of both City and private citizen about the role of the street.

Market Street - the ceremonial thoroughfare

Although Market Street was originally on the periphery of the town, whose center was Portsmouth Square, a ballooning population soon surrounded it with residential and business development, making of it a central thoroughfare from the port to the Mission and the Presidio. By the 1860's a railroad line down Market Street presaged the public transit network that was soon to meet and connect on the Street.

Market Street's width of 120 feet, considered extravagant when it was planned, was recognized by the 70's as a handsome setting for civic processions, marching societies, funerals and the Chinese celebrations already a part of San Francisco's unique character. City Hall was moved to Yerba Buena Park in the 70's, on Market Street near the present Civic Center, and the Ferry Building in 1875 established the Street as the terminus and funnel of trans-Bay traffic. The foresighted H. H. Bancroft was pioneering when he erected his book warehouse and offices on the south side of Market between Third and Fourth in 1869. The Evening Bulletin of May 24, 1870, noted that "the City is about to erect a City Hall at a point which five years ago was considered out of town...". The speed of its growth, and paving in 1870, made Market Street a rival of Kearny as a fashionable promenade.

Market Street - the business center

While Montgomery and Kearny were the early centers of business activity, Market Street rapidly built up with substantial offices, hotels and theaters. Before the end of the century, the major railroads, the cable car, electricity, and the telephone had combined with the still privately-owned public transportation lines of the City to make San Francisco the center of the region and Market Street its main artery. Ferry traffic brought an ever-increasing number of people to the Street and helped even more to make it a Market Street - a center of commercial activity.

Market Street - the great street

By the end of the century also, San Francisco was considering its image. A city without grand civic buildings and streets could not be the "Paris of the West." Influential citizens invited Daniel Burnham in 1904 to design a new and finer San Francisco. In Burnham's plan, Market Street would have become the major spoke of a great wheel of boulevards radiating from the City Center at Market and Van Ness Avenue. City Hall, an opera house, other civic buildings would have created a civic core to balance the business and working centers. A subway under Market Street was an important part of the circulation recommendations.

The earthquake and fire of 1906 destroyed most of Downtown San Francisco and the Burnham Plan lost to immediate reconstruction needs; only a few of its minor aims were accomplished.

However, uneven sidewalks and street widths were aligned, and a high-pressure water system was installed against future fires. By 1910, a new sewer system and underground telephone lines were provided. In preparation for the Panama-Pacific Exposition to celebrate the opening of the Panama Canal, Market Street was embellished with the light standards that are still there. Except for removal of one of the double lines of streetcar tracks, Market Street of that time is today's Market Street, in a physical sense.

Reconstruction after the earthquake brought about more shifting in the downtown structure of uses. Earlier expansion of business and industry had pushed the old residential areas out of downtown, except for homes above businesses; now they too were largely displaced. Quality retail trade gravitated toward Grant and Post Streets, while some banks left the old financial district for the volume trade of Market Street. Lower Market Street's new shop windows attracted increasing pedestrian trade. According to Sunset Magazine of April 1909: "The Street used to have big retail importance as far down as Sansome Street; that importance now extends to the Ferry." Real estate values, instead of dropping as a result of the catastrophe, rose higher; one Market Street property owner in 1906, was reported to have refused \$400,000 for his land!

For the ensuing twenty-five years, Downtown San Francisco was covered with a transit network, and Market Street was the terminus or a crossing point for most of it. During this era of large-scale public transportation, both public and private policy made San Francisco the center of the Bay Area. Soon, however, with the development of the motor car, public transit faced a losing battle. The privately-owned transit lines responded to dwindling fares by reducing service and Market Street entered its next phase.

Market Street on the decline

Despite the depression, congestion on Market Street, according to a PUC report for 1934-35, had "reached a point where street-car operation during rush hours is so slow as to be detrimental to the best interests of the City." Both freeway and rapid transit studies were under way in the early Thirties. In 1936, the PUC proposed a city subway system, principally under Market Street, with a branch to the Mission (later to extend to the Peninsula) and another under Geary Street to the Western Addition, and with a bridge terminal near Howard and Fremont. The bond issue of \$52 million to construct it

was defeated, largely through the opposition of the private transit lines. At the same time, the new Bay Bridge was opened and 250,000 vehicles crossed it during the first 108 hours of operation. In addition, some of the transit lines congesting Market Street were shifted to other streets. This combination of policy removed the volume pedestrian traffic supporting Market Street activity.

Lower Market Street, with the loss of Ferry Building traffic and the decline of the Embarcadero, became almost derelict. While World War II reversed transit and shipping trends temporarily, both lower and upper Market Street, never intensively developed like the central area, again declined. Television later took its toll on the theater and entertainment section, leaving upper Market Street to the amusement arcades and "surplus" stores.

Public Policy reverses the trend

Public policy during the Fifties began to reverse the declining history of lower Market Street. Combined with an expanding financial and administrative district, the impact of the Golden Gateway, improved freeway access, increased parking convenience, and the proposed rapid transit system started the revitalization in real estate activity. Upper Market Street has seen some expansion of large office and hotel facilities. South of Market, the Yerba Buena Redevelopment Project proposed to penetrate the long bulky blocks devoted to heavy commercial uses since the turn of the century, in an attempt to relate that large under-developed level area to the intensive business blocks north of Market.

Recent studies of real estate values in San Francisco's downtown have revealed that, since before the turn of the century, some blocks of Market Street have had the highest tax values in the City. Only since 1950 has Montgomery Street in one or two blocks finally surpassed the value of the Emporium block. As long as level land had a premium value and transportation facilities were the best available, Market Street remained at the top. Changing aesthetic values, building techniques and cheaper land have made hillsides more attractive for certain uses, but Market Street's historic role and its accessibility - to be many-times increased by BARTD's subway - have remained strong factors in its favor.

Market Street today - dormant potential

The history of Market Street makes it clear that, almost from the very beginning of San Francisco as a City, it has been the most important street for great pedestrian activity and the connection between the centers of City life. In addition, it has been the focus of dreams of grandeur for the future City: a great City should have a great street. Furthermore, the physical structure of the street: its width and length, the existence of large blocks on its south side, and the diagonals radiating from it on the north, all pre-determine simply by their existence, that Market Street can be an important backbone for the Downtown, the City and the Region. The potential for greatness lies in the very nature of the street. The opportunities for developing this potential can now be seized, as it once more becomes a center for the rapid, public transport of great numbers of users of the street's facilities.

The Great Street

When we speak of Great Streets, we have to qualify and define the term. Different persons would probably picture different streets that they had visited and experienced, or that they had seen pictures of, or heard described. There would probably be a few on which most would agree as "great," but there would also be wide variety in the choices beyond them.

There are great grand boulevards, and there are great shopping streets. There are prestige streets, lined with expensive stores, and there are streets where ordinary people gather to enjoy themselves. There is Fifth Avenue, and there is Broadway; there is upper Regent Street and there is lower Regent Street. There is the Champs Elysee, and there is the Rue de la Paix. Which of these - or something very different from any of them - do we want Market Street to become?

The great streets that come immediately to mind - Unter den Linden, the boulevards of Paris, the Reforma, the Ringstrasse, Michigan Avenue and some others in our own country - were consciously designed as wide boulevards, in the 18th and 19th centuries, as parts of grand city plans. They often connected imperial structures and were lined with civic and governmental buildings. The genius of Haussman in Paris, l'Enfant in Washington; the ambitions of Napoleon III and of Frederick the Great; these were the prideful inceptions of the earlier, classic great streets of our century.

But not all of these avenues have survived as great. The streets that have remained or became great in the mid-twentieth century have been much more than wide ceremonial boulevards. They are dynamic places, attractive to and used by the people of their cities and they are lively, integral parts of those cities' lives.

The great twentieth century streets that have escaped being hollow echoes of bureaucratic pride are also great commercial streets. The older streets that survive as great are today great shopping streets - streets vital with activity. The newer great streets - again, consider Fifth Avenue - are lively with congresses of busy people, bent on doing and buying as well as walking and seeing. When Warsaw rebuilt Marshal kovsky Street, its post-war citizens were wise enough to remake it not only as the grand boulevard it had been, but as a street lined with stores, accented with busy plazas, and connected to entertainment and cultural areas.

It would be hopeless, today, to fabricate a great street. For one thing, the truly great ones exist only in cosmopolitan centers - capitol cities, seacoast cities, major urban concentrations of activity, places where visitors from all the world congregate. They are indeed still broad, and long enough to have strong character, and they do lead grandly from one important place to another. Few streets boast these qualities but even these are not enough. Sixth Avenue has them, but Fifth Avenue is the great street. Lexington Avenue has the subway, Park Avenue is the greater street; Chicago's Loop is busier than Michigan Avenue, but it contains no memorable thoroughfares.

The great street we remember is usually lined with trees, stimulated by works of art and fountains and often punctuated by parks, but landscaping alone is not a sure ingredient either. There are tree-bordered boulevards that are dead; even some of the very recent landscaped "malls" are inactive failures.

A single grand characteristic does not make a great street. Fortunately, Market Street already has many of the necessary qualities:

- it is grand, and broad, and long
- it goes from, through, and to important parts of the City
- it encompasses, along its length, varied and differing activities
- it has a proud history of importance and activity

Beyond these qualities, what other ingredients would one plan?

- Certainly an element of human participation: things for people to do; places for people to walk, to shop, to rest, to gawk; to sit; places to eat, works of art to admire; a sense of human pace and human scale.
- In line with this character, the two sides of the street should be brought close together, by planting, by street furniture, by texture and activity, as on the Via del Corso, or the Bahnhofstrasse, or the Reforma.
- Pursuing further this characteristic of human scale, an interruption of the street's length by important focal points, by plazas and open places, by centers of activity and clusters of people, as along the old Unter den Linden. A too-long street is tiresome, boring.
- The planning of activities along the street so that it is busy for many hours - not dead in one place by day, quiet in another in the evening. A Wall Street is never truly important, except for some hours, for limited purposes.
- By connecting to contiguous sections, leading into, attracting out of, providing vistas and visual connections to and through, supplementing and complementing the parts of the city that lie along its sides. An edge street, like the Rue de Rivoli or upper Fifth Avenue is never truly great. A Pennsylvania Avenue has been, and can again become great.

What about
Architectural or
Design Uniformity?

All of these qualities should add up to a great, lively, human street. One more important ingredient is needed, however: dynamic growth, the possibility of self-renewal, the vision of an ever better future. Some streets become great and die; others become even greater as time goes on.

Today, city after city around the world is trying to establish or re-establish a principal artery - a great street- in a hopefully renewed downtown. In Rotterdam, Stockholm, Philadelphia, Washington, Toronto, Denver, St. Louis and innumerable other cities, efforts at forming malls, developing downtown plans, redeveloping run-down areas are in some cases succeeding, in other instances producing new empty spaces. The

difference between success and failure seems to lie in the criteria described above and most important, in the degree to which the City anticipates the possibilities of private development and provides the incentives to stimulate this growth. On Market Street the City of San Francisco can stimulate development in two ways. First, by focusing pedestrian movements on certain plaza locations, desirable sites for new office buildings and stores are created nearby. Second, by treating the street surface in the manner of a great street, with landscaping, attractive signs and street furniture, the City can create an atmosphere conducive to new development.

The combination of these factors and the thousands of additional people brought to the Street by the subway system should produce a desirable mix of activities. It is to the City's interest to follow the example of other great streets in their multiplicity of functions. The mix of functions in those streets is not only a factor which makes them interesting and exciting streets but is the factor which accounts for their long survival. In the modern Downtown it is not an aesthetic or social goal to provide a variety of functions in close proximity, but is an economic necessity. In order to maintain the Downtown's dominance over the outlying shopping centers, special experiences including cultural and recreational activities must be provided. The subway under Market Street offers great potentials for growth; by itself it will not produce a greater street than there has been in the past, but through civic foresightedness, the present potentials can be grasped and realized by those who clearly see the future grand possibilities. It has been done elsewhere; San Francisco must try to do it better.

PROCEDURE

Following are the assumptions, guides and methods used in preparation of the proposal:

ENTRANCE LOCATIONS

The main consideration throughout this study was the physical relation of the subway to Market Street. The main objective was to find the most mutually beneficial relationship between the subsurface level and the surface of Market Street, and to present a unified plan for station entrances on this basis.

In preparing this plan, we have taken into account the BARTD and Market Street Task Force proposals, and have maintained the entrance locations desired by the BARTD station architects, introducing modifications and changes in areas where more advantageous locations could be demonstrated. The proposal maps show all the station locations proposed by the architects, as well as the changes proposed in this study.

Secondly, a basic sidewalk width of 35 feet was assumed for Market Street. The actual usable sidewalk space, wherever a subway entrance or bus loading inlet occurs is 25-1/2 feet. This situation would exist if the space gained by moving the trolleys to the lower level is utilized to provide the stairways, bus loading inlets, and landscaping on the sidewalk. Thus the sidewalks would not be reduced in size and the number of lanes for vehicular traffic would remain the same as it is now.

LAND USE ANALYSIS

Zones of Influence

In order to tabulate relevant land use data, the area of immediate concern was defined as that area circumscribed by a path 1200 feet from the station entrances. This is considered to be a convenient walking distance from a subway station, as well as being an area which is fairly visible from the station. Thus the assumption was made that the

greatest amount of change as a result of the subway construction would occur within this zone of influence of the station. The zones of influence were used as the limits for the overall general study and data gathering. However, for the more specific considerations of plazas and new developments related to the stations, special attention was given only to Market Street and the immediate blocks at intersections.

Existing Conditions

The existing conditions and the projections presented in this study were tabulated from raw data supplied by Arthur D. Little, Inc. under contract to the City of San Francisco to prepare the Community Renewal Program. For each zone of influence around the five stations the following variables were tabulated by lot:

1. Building condition
2. Building value
3. Floor area ratio (ratio of total floor space to land area)
4. Building utilization - vacancies?

— what about rent?

Ranges for these were established and each variable was coded with a weight representing its relative importance as an indicator of vitality or deterioration. Then the scores were combined into a single composite score for each lot, indicating its potential for redevelopment. Three categories were established, shown on the Development Opportunities Map:

Probable - areas with the lowest scores, indicating that the land is under-utilized and would be eagerly sought by developers if the right set of circumstances existed.

Improbable - areas which are quite well utilized at present and do not provide opportunities for land developers.

Possible - areas which are in between the two categories above. These areas might be considered for redevelopment, depending on the demand for land and the desirability of their location.

*A.D. Little
agree?*

As a second step, the major use for each lot in the zone of influence was tabulated, and evaluated with the data of Development Opportunities. Although a site may seem to be susceptible to change because of its physical condition or low intensity of development on a strategic site, it may contain a vital use or a use traditional to that particular location, which should not be destroyed. For example, buildings such as the Emporium, Penny's, Roos Atkins, the Flood Building, are considered landmarks because of their historical use. In the same way, physical characteristics of a structure may be rated "good" but the site may have a higher and better use. In this case the site can be considered ready for new development.

Projections

The projections for non-residential uses in the areas around Market Street prepared by Arthur D. Little, Inc. were charted. Basically, these projections were based on past trends in retail, office, industrial and parking uses in the City as a whole and in the individual areas. For each use a ratio was established between the absolute change in a specific area in the last 20 years and the percentage of that change in the City as a whole. This then became the basis of the projection. Thus, as a reflection of recent trends in most of the area around Market Street, the projections show a decrease in demand for retail and industrial space, and a great increase in demand for parking space.

Projections for office space demand were based on more determinate factors. The following variables were taken into account: the cost of land, the location and supply of available land, the location of subway stations, the current distribution of office buildings, and the existing zoning. Also the projections included an assumption of 1,000,000 of square feet of new office space in the Yerba Buena Redevelopment Project.

*What's
Effect of
Embarcadero*

The three most significant changes in land use projected for the areas around Market Street are in retail, office and parking.* The retail space is shown as decreasing slightly in the next 15 years in most of the station zones of influence. The majority of new office space

* The Arthur D. Little Study did not include projections for residential use around Market Street. The changes in industrial and warehousing are not significant and not relevant to this study. Projections for public use were not considered as valid since location of public activities are not subject to market influences but are determined as matters of deliberate policy.

projected is at the north of Market Street on its eastern end, although considerable demand is shown south of Market and some demand at its western end. Parking is shown as growing in demand in most of these areas. The high parking demand in these areas is directly related to the increase in demand for office space, as well as in the fact that recently large lots south of Market have been converted into parking lots, to serve not only their immediate area, but also the areas north of Market Street.

FUTURE DEVELOPMENT

The Building Process

When examining projections for future needs, it is necessary to cut a slice through the real estate activity which is constantly going on in the City, and relate this picture to the projections of need. There is a great deal of private investment presently going on around Market Street, some of which has crystallized into projects which already have been announced, and some which are still in the early phases of land assembly. The known information about real estate activities was assembled and compared to the space projections prepared by Arthur D. Little, Inc. This enabled the consultants to identify areas where development opportunities can still be found.

The Unmet Need

The following graph shows the projected amount of space for office, retail and parking in the zones of influence north and south of Market Street. The graph also shows the amount of space that is already planned, and the unmet need for these areas. The total projection was charted, then the known planned space from announced projects and plans was subtracted from that amount, indicating how much of the projected demand is still unfilled, and thus where new opportunities for development exist. This study illustrates new development opportunities in these areas as an inspiration for private developers and as an indication of public actions that would stimulate private initiative.

Land Use Changes

The graph illustrates that if 1,000,000 square feet of office space is constructed in the Yerba Buena Redevelopment Project, the immediate demand for office space along Market



POTENTIAL CHANGE OF LAND USE

2



what's effect
of suburbanization

Street will virtually be met. However, these projections do not account for possible public actions that would stimulate development. Such investment by the City would produce a chain reaction of private development well beyond 1975, and surpass the Arthur D. Little projection.

Real conclusion
is very
limited
retail net!

Similarly, although the Arthur D. Little projections show a decrease in retail activity in the areas around Market Street, it must be remembered that this is a projection based on past trends. Such a projection does not take into account the incentives to growth of special types of retail enterprises on Market Street, as a result of the rapid transit system. The introduction of rapid transit can be expected to bring many people to the Street from the City and Region. If the points of concentration of this potential clientele are emphasized, and well related to the present street pattern, there will be a clear potential for a new retail activity on Market Street. The result may not be an increased volume of business, but a change in the type of retail activity. Opportunities will be created for enterprises which need a large volume of patrons and a center city location to operate successfully. Further opportunities can be created for specialized retail enterprises which depend on a whole net of associations with other activities of recreational, cultural, and social character that can only be found in the city.

With the exception of the parking proposed in the Yerba Buena Redevelopment Project, there are no plans to meet the parking demand indicated on the graph. The current parking study should lead to an allocation of parking facilities that best serve the need, and assure that land suitable for higher and better development not be under-utilized for parking. Thus, spaces would be provided distinguishing between short-term parking at close-in locations, such as the Mission Garage, and longer term parking, at the edges of the zones of influence. The early provision of parking space around Market Street will help promote and regulate future private investment in the Market Street area.

THE PROPOSAL

DESIGN CRITERIA

The basic conceptual scheme for the design of the station entrances is the provision of public spaces both at the surface and subsurface levels in conjunction with stairways, wherever possible. The provision of a public plaza at the stairway creates a mutually beneficial relation between the street and lower levels. The plaza properly accommodates the large number of pedestrians and benefits the ground level activities as it recognizes, emphasizes and expands the focal point of pedestrian movement.

The provision of a space for milling, gathering and dispersing of people at an important movement focus prevents congestion and promotes the safety of subway boarding. The location of stairways or escalators at special locations along the street where they have ample landings both on surface and subsurface makes the stairway an integral part of the street and creates a gradual transition between the activities on the surface and below the surface. This allows for a continuous chain of activities on both levels, thus creating new activities and reinforcing existing ones.

The plaza, if well located and designed, has a great capacity to attract new development. First, it provides a potential clientele made up of the pedestrians using the plaza. Second, the plaza provides the desired setting for enterprises requiring a prestige location or desiring a clearly visible and identifiable building in a central location. The plaza can thus generate activity immediately adjacent to it as well as in the surrounding area which would benefit from its convenience and visual proximity.

The exact locations of plazas were determined according to the design criteria below, within the limits of BARTD station locations and configurations:

1. Plazas should provide an ample approach to the entrance and a sizeable landing for the stairway, as well as providing wider stairways at especially crowded intersections. For example, Plaza 8 at Powell Street provides a large space for circulation at a congested corner.

2. Stairways, or escalators, should be as close as possible to street corners where they occur on the sidewalk, in order to minimize the distance to the entrance.
3. The plaza should be so designed to facilitate a change in transportation mode. For example, Plaza 8 at Powell Street includes a scheme for bringing the cable car turnaround down to the mezzanine level.
4. The plaza should be in a location that recognizes and harmonizes with existing landmarks and pathways. For example, the Civic Center Plaza (Plaza 10) is located on axis with the Fulton Street mall.
5. The plaza should be designed to allow for the development of formal and informal recreation and commercial activities, such as outdoor restaurants, shopping and displays. This can be encouraged by providing adequate space for private enterprise, landscaped areas and sitting areas. For example, the Plaza 1 at Drumm Street would be suitable for large scale activities of commercial and recreational nature, the Plaza 4 at the Montgomery Station would be suitable for more informal activities of this type on a smaller scale.
6. The plaza should be tied to traditional activities on Market Street. For example, the Powell Street Station provides direct connections on the mezzanine level to the large stores at Powell and Stockton Streets. The cable car turnaround will be so integrated that the activity could be viewed from the street level.
7. The plaza should be a well defined space, pleasant to stay in as well as walk through. For example, the Plaza at Montgomery Street is enclosed by buildings on both sides and thus is well defined and intimate in scale, in contrast to the openness of the intersection.
8. The plaza should utilize, wherever possible, land which would be difficult to use for building, specifically corner sites on the triangular blocks north of Market. For example, the Van Ness Plaza on the north.

9. The plaza should not destroy vital activities and good structures and should take maximum advantage of "left-over" sites as a result of street improvements and new construction. For example, the land for the Powell Street Plaza on the north is made available as a result of the 5th Street extension.
10. The plaza should be located so as to serve as an outdoor lobby for major anticipated developments, or potential frontage for new development. For example, the plaza at the Golden Gateway serves as an entrance to the project. At the Civic Center, if the Greyhound Terminal is rebuilt, the plaza on the south side of the street will serve as an entrance to it from Market Street.

THE SCHEME FOR ACTION

Much could be gained if the City could act on all of the key proposals simultaneously with the subway construction. However, it may not be possible to acquire some sites in time, or to complete negotiations with private interests or public agencies, or the City may not be capable of the needed investment all at one time.

Therefore, this report presents a set of three "investment packages" - groups of actions to be undertaken by the City and/or private investors. Those plazas that are not constructed simultaneously with the subway system will incur the additional cost of moving stairways and escalators from the sidewalk to the plazas.

Criteria for Action Priorities

The City should act at each of the stations on Market Street in the first phase of the project. This will demonstrate the City's faith in the role of the subway as an improvement of Market Street and will generate enthusiasm and investment commitments along Market Street on the part of the private developer.

Plazas should be of higher priority where they effect a real improvement in the collection of patrons at the station.

Plazas should be of higher priority where they are at an intersection which carries a great deal of pedestrian traffic. In these cases, congestion can be anticipated if a plaza is not provided.

Plazas should be of higher priority where they will stimulate immediate public or private development in the vicinity.

Plazas should be of higher priority in areas where they will offer a greater variety of uses and for greater parts of the day. For example, plazas on the north side will encourage lounging in the sun.

The Investment Packages

On the basis of these criteria, the following groups of plaza developments were established:

Priority I

- Plaza 1 - Drumm North, if rapid transit is introduced
- Plaza 4 - Montgomery North
- Plaza 8 - Powell North
- Plaza 10 - Civic Center
- Plaza 12 - Van Ness South

Priority II

- Plaza 5 - Montgomery North
- Plaza 7 - Powell North
- Plaza 9 - Powell South (if alternative 2 or 3 is selected)

Priority III

Plaza 3	- Drumm South
Plaza 2	- Drumm South
Plaza 6	- Montgomery South
Plaza 11	- Van Ness North

The following charts present a description of each plaza, the criteria for its selection and suggestions relative to its construction. Detailed data on the properties affected by each plaza is presented in the Appendix.



- IMPROBABLE
- POSSIBLE
- PROBABLE

DRUMM STREET STATION DEVELOPMENT OPPORTUNITIES



DRUMM STREET STATION

- 2 & 3 seem forward
and don't seem to
get you very much.
- If Cal. Southern Pacific
hit Mkt. you'd have a
great plaza.

PROPOSALS AND ACTION PRIORITIES

PLAZA DESCRIPTION

Plaza I Drumm North

A plaza at this location will serve as the entrance to the Golden Gateway Project from Market Street. When the transit station is constructed, it will become the entrance for transit and MUNI passengers serving the large numbers of people who will live and work in Golden Gateway. In addition it will serve the people bound for the Waterfront; Ferry Park and parts of the financial district.

With proper design, the plaza could serve as an outdoor lobby for the new office building proposed for the site and could probably support certain kinds of retail activity. It would be of economic and social benefit to the office building on the site, to the entire Project area and to Market Street.

CRITERIA

Plaza accomodates anticipated large volume of pedestrians.

Plaza is well suited for recreation ; and commercial activities.

Plaza enhances anticipated new development

Plaza can be of use for many hours of the day.

EFFECTUATION

Priority I - if the transit station is constructed at this time.

This plaza is within the boundary of the Golden Gateway Redevelopment Area. It would be a great asset to the Project and of economic value to the developer of the commercial building now planned for the site.

The construction cost and design of the plaza would be the subject of negotiations between the Redevelopment Agency and the Developer.

PLAZA DESCRIPTION

Plaza 2 Drumh South

This plaza would serve as a complement to Plaza I on the north. It would provide the circulation space needed for the escalator on the south, and provide a desirable setting for a new building on the site, with direct connection to the subway. The plaza could be designed as an integral part of the building. This plaza and the Golden Gateway Plaza on the north would open the street at this point on both sides, and create a desirable design relationship.

Plaza 3 Drumh South

The area surrounding this plaza is rated as "probable" for redevelopment. A plaza at this location would serve to enhance and stimulate the new development and would be an integral part of the new building complex.

CRITERIA

Plaza enhances anticipated new development.

Plaza is suitable for commercial and recreational activities.

Plaza enhances anticipated new development.

EFFECTUATION

Priority III

The plaza is within an area that will probably be privately redeveloped. The plaza would be constructed by the developer to enhance his investment.

Priority III

The land needed for this plaza is suitable for redevelopment. The building is in fair condition, and the lot is designated "probable" for redevelopment. Total assessed valuation for land and buildings is \$152,000.00.

The plaza is suggested as a part of a private development project.



MONTGOMERY STREET STATION DEVELOPMENT OPPORTUNITIES

IMPROBABLE
 POSSIBLE
 PROBABLE



4 seems the most reasonable!

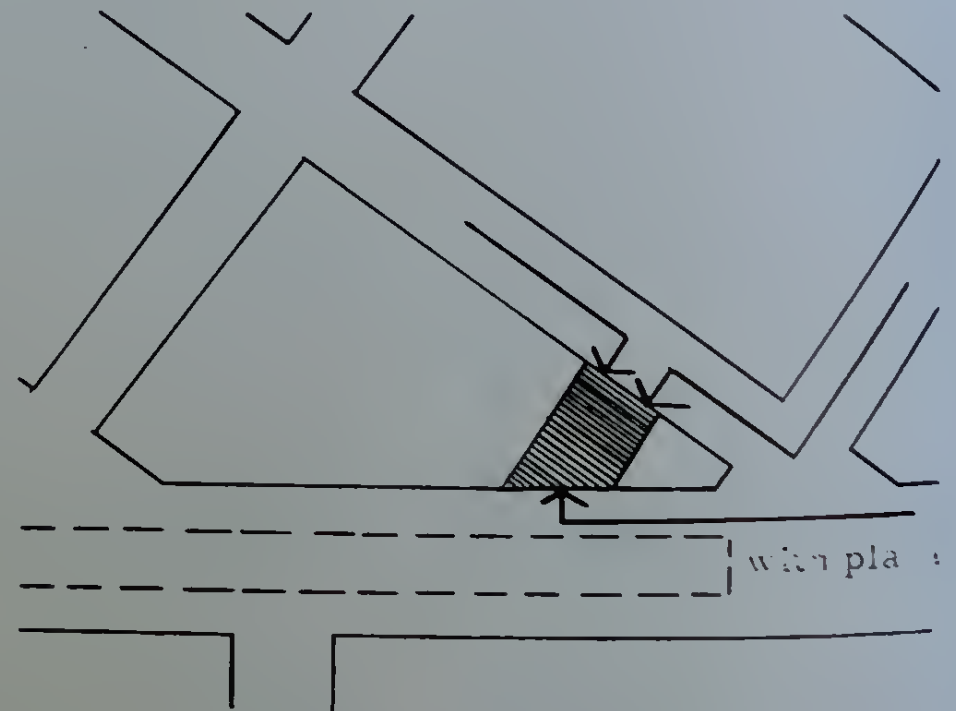
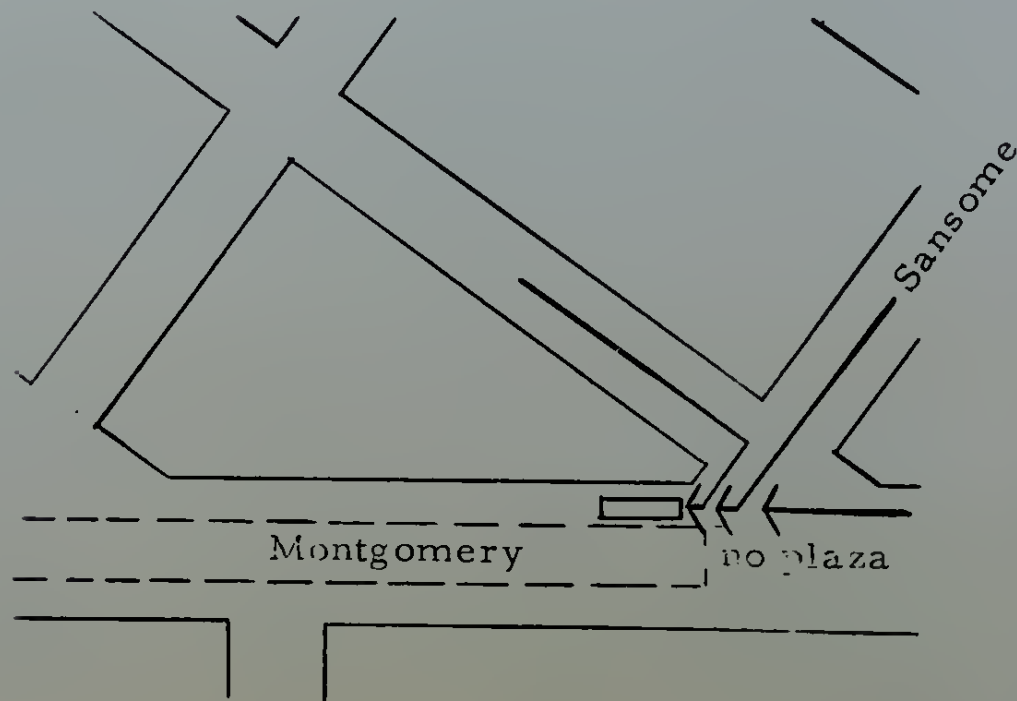
MONTGOMERY STREET STATION

PLAZA DESCRIPTION

Plaza 4 Montgomery North

This plaza effects a major improvement on the operation of the subway entrance by facilitating the collection of patrons. A stairway on Market Street, as shown in the diagram below, would be a much less desirable solution.

The plaza will be small, and visually enclosed and should be a pleasant sitting space. At present the private plaza of the nearby Crown Zellerbach Building is used by large numbers of people who sit in the sun, eat their lunch, or watch the passers by although this was not the intended use of the space. The need for this kind of space in the area is clearly indicated. The combined bookstore and luncheon shop new at the corner might open into the plaza providing the same services in a more adequate setting.



CRITERIA

Plaza maximizes directness of pedestrian path to the entrance

Plaza accommodates anticipated large volume of pedestrians.

Plaza would enhance potential adjacent development.

Plaza is a well defined space.

Plaza can be of use many hours of the day.

EFECTUATION

Priority 1

The three lots needed for this plaza are presently underutilized considering their strategic location. The building condition in all three is good, but the floor area ratio is low, the building value is low in relation to the land value, and the uses in them are not bound to this particular location.

Total assessed valuation of buildings and land for this plaza is \$170,350.00.

The City would have to take the responsibility for developing this plaza, although the possibility of employing renewal action should be considered.

PLAZA DESCRIPTION

Plaza 5 Montgomery North

This plaza is in an intersection which already has a high volume of pedestrians, and this is likely to increase with the introduction of the subway. The new Wells Fargo building will add to this congestion. The provision of a public plaza on the site of the new Crocker Federal Bank would accommodate the large number of users and avoid pedestrian congestion.

The plaza takes advantage of the strategic corner, and occupies a corner of the site that would be difficult to utilize efficiently for a building.

Plaza 6 Montgomery South

This plaza is suggested in combination with a new office building as an opportunity for private development.

The plaza would complement Plaza 4 on the north and create a desirable visual relationship between north and south sides of the street.

CRITERIA

Plaza maximizes directness of pedestrian path to entrance.

Plaza accommodates anticipated large volume of pedestrians.

Plaza enhances anticipated new development.

Plaza utilizes land unsuitable for building.

Plaza accommodates anticipated heavy volume of pedestrians.

Plaza would enhance potential development

Plaza is a well defined open space.

EFFECTUATION

Priority II

This plaza is on the site of the proposed new Crocker Building.

Thus it would be developed by the private company in co-ordination with the City.

Priority III

The three lots needed for this plaza are in fair condition and are designated as "possible" and "probable" for redevelopment.

Total assessed valuation for buildings and land is \$350. 810. 00.

The plaza would be constructed as a part of a private development of the site.



MARKET ST.

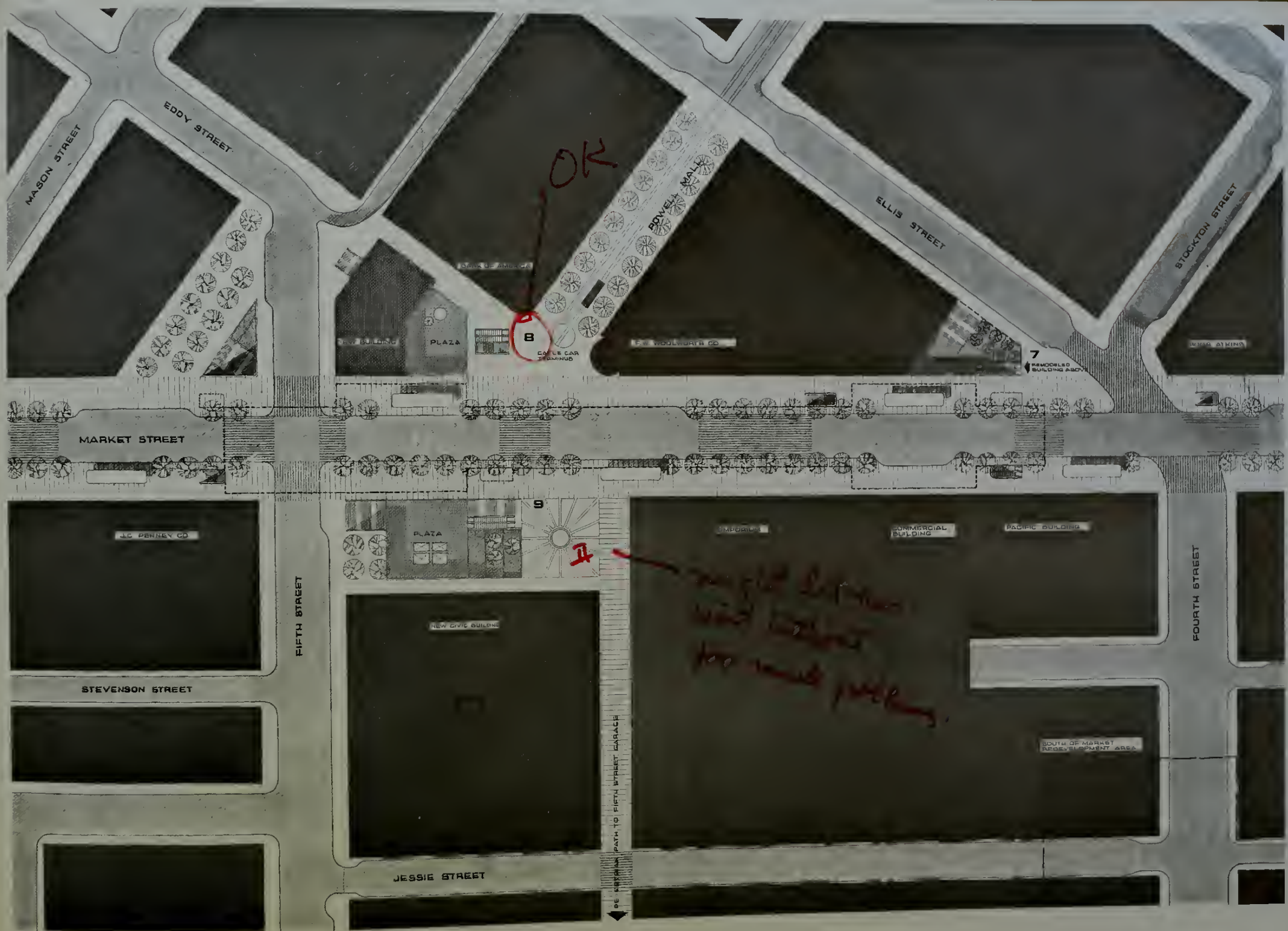


POWELL STREET STATION

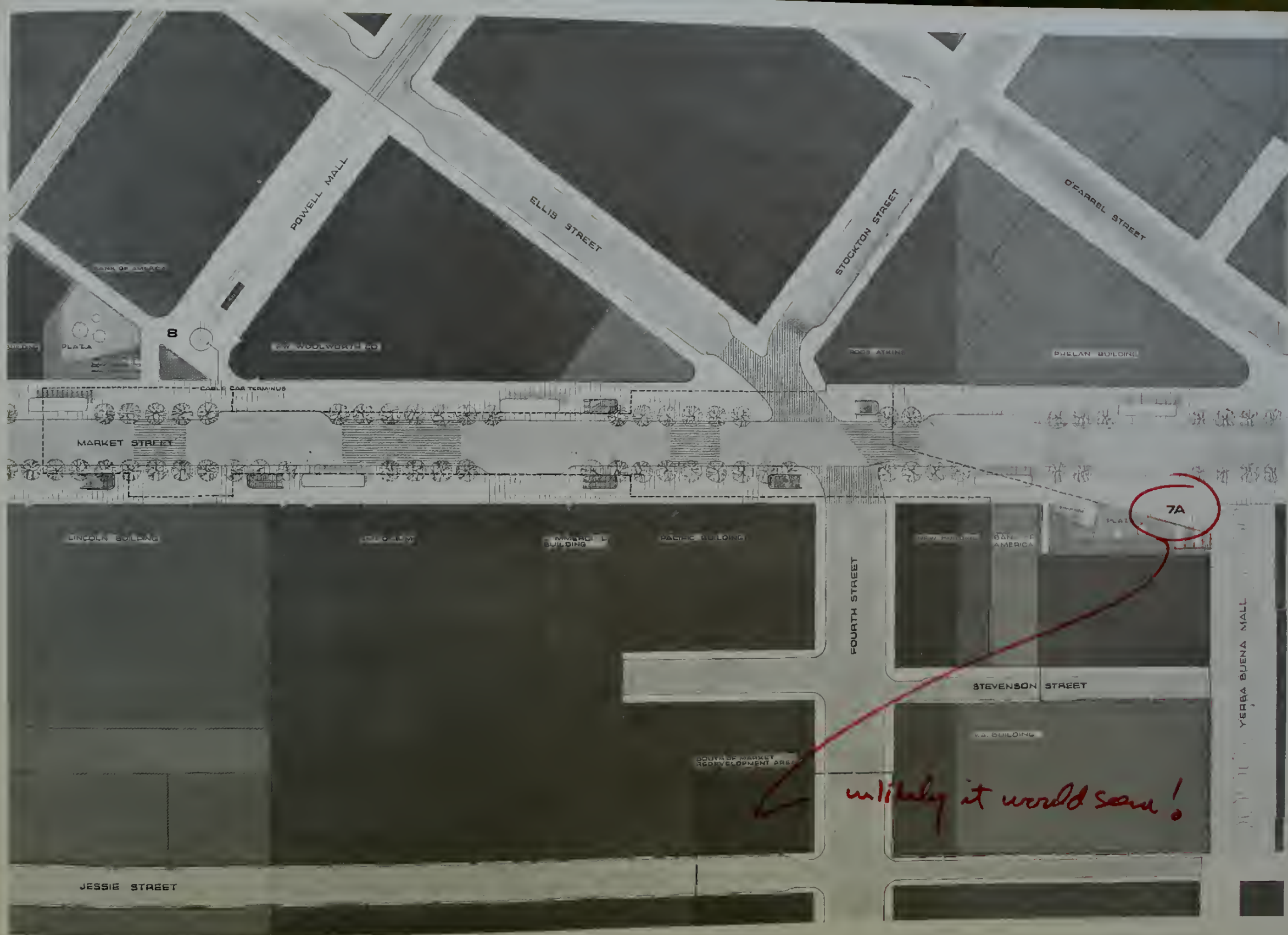
DEVELOPMENT OPPORTUNITIES

INPROBABLE
 POSSIBLE
 PROBABLE









PLAZA DESCRIPTION

Plaza 7
Powell North

This plaza would greatly improve the access to the subway entrance, and would accommodate the increased pedestrian traffic from Stockton and Ellis Streets. The plaza would provide a desirable setting for future development in the area.

Plaza 7 (a)
Powell South

This alternative illustrates a potential mezzanine connection to the Yerba Buena Redevelopment Project. To achieve this connection without excessive tunnels, the station location would have to be shifted approximately 125 feet to the east. This relocation of the station would be advantageous in achieving the objectives of the Yerba Buena Project.

CRITERIA

Plaza accommodates anticipated large volume of pedestrians.

Plaza would enhance potential development of surrounding area.

Plaza enhances future development at the Yerba Buena Redevelopment Project.

EFFECTUATION

Priority II

The lot needed for this plaza is occupied by a building in good condition, which is designated "improbable" for redevelopment. However, if a plaza were built here the improvement in subway service and the gain from potential surrounding development would offset the cost of the building. Total assessed valuation for land and building is \$446,540.00.

The City would have to assume responsibility for developing this plaza.

This plaza is part of the Yerba Buena Project. Achievement of this connection from this plaza to the Powell Street station will depend on BARTD moving the station east as suggested.

?

PLAZA DESCRIPTION

Plaza 8
Powell North

Alternative I

The volume of pedestrians at this intersection is the highest on the street. The intersection is already congested and will become worse when the subway station is built unless a plaza is provided.

The Powell Street intersection, with the cable car turnaround surrounded by major stores, is the greatest focal point of activity on Market Street. A plaza at this point would recognize this relationship and emphasize its importance. Space would be provided for the tourist to sit or take pictures, interchange between subway, cable car and buses will be facilitated, and opportunities will be created for new types of retail and service activities.

Alternatives 2 and 3

These two alternatives propose a new office building on part of the site. The Arthur D. Little, Inc. space projections indicate a demand for office space at this location and a new building would not detract from the functions of the plaza. The alternatives also illustrate the possibility of depressing the cable car turnaround to the mezzanine level so that interchange with the subway is facilitated and the cable car becomes a part of the plaza.

CRITERIA

Plaza maximizes directness of pedestrian path to entrance.

Plaza accommodates anticipated large volume of pedestrians.

Plaza would enhance potential adjacent development.

Plaza connects with historical landmarks and activities.

Plaza is well suited for recreation and commercial activities.

EFFECTUATION

Priority I

The land for this plaza has been approved for acquisition by the City for the 5th Street extension. Alternatives 2 and 3 propose an office building on part of the site. Tax returns from this building would more than return the cost of land and improvements.

The plaza might be developed with the help of a Transportation Demonstration Grant or in the context of renewal action for areas to the south. If a new private office building is developed, as illustrated in Alternative 2 and 3, the plaza could become a part of this project.

PLAZA DESCRIPTION

Plaza 9
Powell South

Alternative 2

This alternative shows a new building on the southern side of the site, with an open plaza fronting on Market Street. This plaza would afford direct mezzanine access to the Emporium, Penny's and the new building, relieving the sidewalk at this busy intersection.

The plaza would afford a pedestrian connection, at the mezzanine level, to the north side of the street and serve to unite the two areas visually. The plaza would provide the Emporium with added frontage, provide a desirable setting for Penny's and for the proposed new office building on the south side of the street.

Alternative 3

This is the most ambitious alternative for the Powell Street Station. The proposal is for a major building, offering cultural facilities, perhaps in combination with private office and commercial development, and a major public open space on the site of the Lincoln Building. This location would be suitable for a major cultural facility to serve the entire Region. It would have great accessibility by several modes of transportation and would be located in the heart of the Downtown. Various recreational, commercial and entertainment activities could develop as ancillaries of the primary cultural use. A large public investment on this site would serve to reaffirm the importance of the Downtown, and particularly Market Street, and would take maximum advantage of the incentives to private development offered by the rapid transit system. It would serve to reinforce and create new office and commercial development, particularly in the area south of Market.

CRITERIA

Plaza maximizes directness of pedestrian path to entrance.

Plaza accommodates large volume of pedestrians anticipated.

Plaza invites and would enhance potential development.

Plaza is well suited for commercial and recreational activities.

EFFECTUATION

Priority II

This site is occupied by the Lincoln Building, which is owned by the Board of Education. The building value at present is estimated at \$5,000,000.00. The building was leased on July 1, 1963 until June 30, 1983, for a total rent of \$6,120,000.00 (or \$25,500.00 monthly). The building pays \$40,000.00 possessory interest assessment per year. The estimated demolition cost for the building is \$125,000.00.

The building was 50% vacant for about two years, but now is almost fully utilized. The sub-lessees generally hold long term leases.

Construction of this plaza would require a major investment by the city but would produce long term tax revenues and increases in business activity. Development of the plaza could be delayed to some future date if provisions are made now in the subway plans.

786A



CIVIC CENTER STATION

DEVELOPMENT OPPORTUNITIES

IMPROBABLE
POSSIBLE
PROBABLE



Better scheme than 2



PLAZA DESCRIPTION

Plaza 10 Civic Center

Alternative 1

This plaza would achieve a real integration of the grand Civic Center spaces and the activity of Market Street. The plaza leads directly by ramp to Fulton and Leavenworth Streets and the heart of Civic Center. On the south the plaza would lead directly to the Greyhound Terminal and would thus make the change in transportation mode most convenient. With the added accessibility of the subway, the Civic Center and the new cultural facilities, which have been planned for the area, will gain in importance. The provision of a grand entrance at the subway stop leading directly to Fulton Mall would place the right emphasis on an area in which the full social and economic potential has not yet been developed.

The Civic Center has not had the positive impact on this part of the city that it could have. The presence of the administrative center of all levels of government should generate a large number of private enterprises such as law offices, banks and insurance services, restaurants, entertainment activities, hotels and personal services. Some of these activities already exist in the area but extensive new development is needed to attract the full potential of activity. Special incentives such as the subway plaza, are needed to stimulate new construction. The provision of a grand plaza linked directly with the Civic Center and combining a number of commercial, recreational and office activities will generate demand for more development activity in the area.

On the north side of the plaza a potential site for the proposed new library is indicated.

Alternative 2

This plaza location is based on the assumption that the Greyhound Terminal will be rebuilt at its present location. The direct connection would provide an efficient transportation interchange. The plaza will create a direct vista from the City Hall and the Fulton Street Mall to the Post Office building on 7th Street.

If the Greyhound Terminal is not rebuilt there will be no functional justification for a large plaza in this location.

CRITERIA

Plaza maximizes directness of pedestrian path to entrance.

Plaza invites new development.

Plaza connects with historical landmarks and activities.

Plaza is a well defined space.

Plaza is well suited for commercial and recreational activities.

Plaza would be of use for many hours of the day.

EFFECTUATION

Priority I

The land needed for this plaza is presently underutilized in terms of its strategic location. The building values are low in relation to land values, the floor area ratio is generally low, the buildings fair, and the uses are not tied to this location

Total assessed valuation of buildings and land on these lots is \$1,777,300.00.

This plaza could be effectuated by either private developer or as a public redevelopment project. A redevelopment project would give the City the opportunity to revitalize a larger area surrounding the Civic Center.



VAN NESS AVENUE STATION

DEVELOPMENT OPPORTUNITIES

IMPROBABLE
POSSIBLE
PROBABLE





PLAZA DESCRIPTION

Plaza 11
Van Ness
North

Alternative 1

This plaza would serve to accommodate the large anticipated volume of transfers between buses and MUNI streetcars.

Alternative 2

This alternative suggests that Van Ness Avenue be depressed to underpass the Market Street intersection. Van Ness would pass under Market at the mezzanine level of the subway. The result would be a split mezzanine but with direct access to street level and the many MUNI buses on Van Ness. The many thousands of passenger interchanges would be simplified. The grade separation of vehicles would ease many traffic problems at this busy intersection. It is recommended that the full implications of this grade separation be investigated.

Plaza 12
Van Ness
South

This plaza would also accommodate the transfers between buses and MUNI streetcars. It is not as well located in relation to other pedestrian movements as the north plaza but occurs on a more readily available site.

CRITERIA

Plaza maximizes directness of pedestrian path to subway entrance.

Plaza utilizes land unsuitable for new building.

Plaza is well suited for small scale commercial recreation activities.

Plaza accommodates anticipated large volume of passengers transferring from buses to street-car.

Plaza invites new development.

EFFECTUATION

Priority III

The 4 lots needed for this plaza are well suited for redevelopment. They are all of fair condition, low floor area ratio and contain uses not tied to this location. They are all designated as "probable" for redevelopment.

Total assessed valuation of buildings and land is \$213,665.00.

Grade separation of Market and Van Ness might qualify for a second Transportation Demonstration Grant from the Federal Government.

Priority I

This entire block will be needed for the construction of the subway. There will be an opportunity to construct the plaza as a part of any new development. Cost of the plaza would be borne by the new development of the site.

APPENDIX

PRESENT CHARACTERISTICS OF

	BLOCK	LOT	SPACE TYPE	FIRMS	MAJOR USE	2ND USE	3RD USE	BUILDING CONDITION
Plaza 1 Drumm North	234	10 11						
							GOLDEN GATEWAY	
Plaza 2 Drumm South	3712	1	Office Building 35,000 sq. ft.	6	Government	Banking	Business Service	Good
	3712	20	Special Use	2	Hotel	Eating & Drinking	-	Fair
Plaza 3 Drumm South	3710	1	Office Building 52,000 sq. ft.	12	Banking	Utilities	-	Fair
Plaza 4 Montgomery North	291	2	Special Use 2,400 sq. ft.	1	Eating & Drinking	-	-	Good
	291	3	Office Building 5,340 sq. ft.	2	Eating & Drinking	Communication	-	Good
	291	4	Office Building 8,829 sq. ft.	1	Misc. Retail	-	-	Good

MARKET STREET PLAZA SITES

EMPLOYEES	ASSESSED LAND VALUE	ASSESSED BUILDING VALUE	FLOOR AREA RATIO	BUILDING UTILIZATION	DEVELOPMENT OPPORTUNITY
REDEVELOPMENT AREA					
55	\$ 4,100	\$ 90,000	5	75-100%	Improbable
10	\$ 31,195	\$ 52,750	6	50-75%	Probable
125	\$ 91,000	\$ 61,000	4	75-100%	Probable
3	\$ 32,170	\$ 14,000	2	75-100%	Improbable
30	\$ 36,425	\$ 6,150	3	75-100%	Possible
15	\$ 54,605	\$ 27,000	3	75-100%	Improbable

	BLOCK	LOT	SPACE TYPE	FIRMS	MAJOR USE	2ND USE	3RD USE	BUILDING CONDITION
Plaza 5 Montgomery North	311	1	Retail and Office 120,000 sq. ft.	50	Apparel	Office	-	Good
Plaza 6 Montgomery South	3708	43	Office 38,400 sq. ft.	12	Banking	Insurance	Misc. Retail	Fair
	3708	44	Office	2	Retail	-	-	Good
	3708	45	Office 21,200 sq. ft.	1	Retail	-	-	Fair
Plaza 7 Powell North	329	1	Office 48,000 sq. ft.	35	Misc. Retail	Misc. Business Service	Insurance	Good
Plaza 8 Powell North	341	1	Retail and Service 33,900 sq. ft.	12	Eating & Drinking	Prof. Services	Personal Services	Fair
	341	2	Retail and Service 5,962 sq. ft.	1	Apparel	-	-	Good

EMPLOYEES	ASSESSED LAND VALUE	ASSESSED BUILDING VALUE	FLOOR AREA RATIO	BUILDING UTILIZATION	DEVELOPMENT OPPORTUNITY
650	\$402,025	\$351,400	10	75-100%	Improbable
180	\$ 53,500	\$ 67,500	6	75-100%	Probable
70	\$ 66,850	\$ 59,200	2	75-100%	Possible
30	\$ 44,560	\$ 59,200	4.3	75-100%	Possible
150	\$337,640	\$108,900	8	75-100%	Improbable
42	\$530,915	\$ 55,000	3	50-75%	Probable
6	\$ 66,520	\$ 17,500	2	75-100%	Improbable

	BLOCK	LOT	SPACE TYPE	FIRMS	MAJOR USE	2ND USE	3RD USE	BUILDING CONDITION
Plaza 8 continued	341	9 4	Special Use 15,320 sq. ft.	2	Amusement & Recreation	-	-	Fair
Plaza 9 Powell South	3705	42	THE LINCOLN BUILDING IS DISCUSSED					
Plaza 10 Civic Center	351	7	Retail and Office 12,500 sq. ft.	1	Apparel	-	-	Fair
	351	9	Retail and Office 6,000 sq. ft.	2	Eating & Drinking	-	-	Good
	351	8	-	-	Gas Station	-	-	-
	351	32	Retail and Office 36,000 sq. ft.	6	Business Services	Misc. Retail	-	Good
	351	14	Retail and Service 3,100 sq. ft.	1	Misc. Retail	-	-	Fair

EMPLOYEES	ASSESSED LAND VALUE	ASSESSED BUILDING VALUE	FLOOR AREA RATIO	BUILDING UTILIZATION	DEVELOPMENT OPPORTUNITY
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15	\$ 46,205	\$ 43,000	1.4	75-100%	Possible
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SEPARATELY IN PLAZA DESCRIPTION

2	\$ 32,500	\$ 11,000	5	0-25%	Probable
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6	\$ 35,700	\$ 9,000	2	25-50%	Possible
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2	\$125,315	\$ 15,300	-	-	Probable
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17	\$ 37,500	\$ 42,000	5	50-75%	Possible
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6	\$ 58,800	\$ 7,000	1	75-100%	Probable
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	BLOCK	LOT	SPACE TYPE	FIRMS	MAJOR USE	2ND USE	3RD USE	BUILDING CONDITION
Plaza 10 continued	351	17	Retail and Office 16,000 sq. ft.	6	Personal Services	Misc. Retail	Government	Good
	351	18 19	Retail and Service 5,000 sq. ft.	2	Eating & Drinking	Misc. Retail	-	Good
	3702	1	Special Use 55,000 sq. ft.	2	Misc. Retail	Eating & Drinking	Business Services	Good
	3702	48A 48	Retail and Service 36,000 sq. ft.	3	Communi- cation	Apparel	Retail Food	Fair
	3702	46	Special Use 20,600 sq. ft.	2	Amusement & Recreation	-	-	Good
	3702	47	Special Use	-	Amusement & Recreation	Eating & Drinking	-	Fair
	3702	45	Special Use 27,000 sq. ft.	2	Hotels	Apparel	-	Fair

EMPLOYEES	ASSESSED LAND VALUE	ASSESSED BUILDING VALUE	FLOOR AREA RATIO	BUILDING UTILIZATION	DEVELOPMENT OPPORTUNITY
10	\$ 47,100	\$ 30,900	4	0-25%	Probable
8	\$ 45,000	\$ 7,700	1	75-100%	Improbable
6	\$182,000	\$ 40,000	5	75-100%	Possible
23	\$ 25,200	\$ 80,000	3	75-100%	Possible
15	\$202,800	\$ 70,000	1	75-100%	Improbable
15	\$112,900	\$ 20,000	3	75-100%	Improbable
4	\$ 86,800	\$ 15,500	3	75-100%	Probable

	BLOCK	LOT	SPACE TYPE	FIRMS	MAJOR USE	2ND USE	3RD USE	BUILDING CONDITION
Plaza 10 continued	3702	44A	Retail and Office	5	Retail - Food	Personal Service	-	Good
	3702	44	Retail and Service 42,000 sq. ft.	5	Personal Services	Banking	Retail - Food	Good
	3702	43	Parking Lot	-	-	-	-	-
	3702	42A						
	351	6	Retail and Service 18,175 sq. ft.	3	Personal Services	Eating & Drinking	Misc. Retail	Good
Plaza 10A Civic Center South (alternative 2)	3702	1	Special Use 55,000 sq. ft.	2	Misc. Retail	Eating & Drinking	Business Services	Good
	3702	48A 48	Retail and Service 36,000 sq. ft.	3	Communi- cation	Apparel	Retail Food	Fair
	3702	46	Special Use 20,600 sq. ft.	2	Amusement & Recreation	-	-	Good

EMPLOYEES	ASSESSED LAND VALUE	ASSESSED BUILDING VALUE	FLOOR AREA RATIO	BUILDING UTILIZATION	DEVELOPMENT OPPORTUNITY
20	\$ 63,445	\$ 38,250	3	50-70%	Probable
23	\$136,700	\$ 72,500	3	75-100%	Improbable
-	-	-	-	-	Probable
19	\$109,500	\$ 23,900	2	75-100%	Probable
6	\$182,000	\$ 40,000	5	75-100%	Possible
23	\$ 25,200	\$ 80,000	3	75-100%	Possible
15	\$202,800	\$ 70,000	1	75-100%	Improbable

	BLOCK	LOT	SPACE TYPE	FIRMS	MAJOR USE	2ND USE	3RD USE	BUILDING CONDITION
Plaza 10A continued	3702	47	Special Use	-	Amusement & Recreation	Eating & Drinking	-	Fair
Plaza 11 Van Ness North	836	1	Service	1	Eating & Drinking	-	-	Fair
	836	2	Service	1	Eating & Drinking	-	-	Fair
	836	3	Service	1	Eating & Drinking	-	-	Fair
	836	4	Parking Lot	-	-	-	-	-
Plaza 12 Van Ness South	3506	4	Retail and Service	1	Retail and Service	-	-	Good
	3506	3A	Parking Lot	-	-	-	-	-

EMPLOYEES	ASSESSED LAND VALUE	ASSESSED BUILDING VALUE	FLOOR AREA RATIO	BUILDING UTILIZATION	DEVELOPMENT OPPORTUNITY
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15	\$112,900	\$ 20,000	3	75-100%	Improbable
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2	\$ 16,040	\$ 43,000	1	75-100%	Probable
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2	\$ 9,615	\$ 2,250	1	75-100%	Probable
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2	\$ 10,685	\$ 4,500	1	75-100%	Probable
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	\$ 23,425	\$ 150	-	-	-
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15	\$207,590	\$110,000	2	75-100%	Improbable
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	\$ 11,110	\$ 500	-	-	-
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